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FROM THE AMERICAN PEOPLE

**AFGHANISTAN**

## **Office of Democracy and Governance (ODG) Project Portfolio: January 2011**

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USAID's Democracy and Governance projects promote a more capable, accountable, and effective government in Afghanistan that effectively serve the Afghan people and will eventually function with limited international support. USAID helps develop the capacity of key institutions including the Independent Electoral Commission, the National Assembly, the Supreme Court, and target ministries and institutions of the executive branch such as the Independent Directorate for Local Governance, and the Civil Service Commission. USAID also provides training and support to Afghan civil society organizations to advocate for reforms.

### **RULE OF LAW AND ANTI-CORRUPTION**

USAID's rule of law program has three main components: building sustainable capacity for the judiciary and law schools, strengthening the judiciary's capacity to conduct public legal awareness programs, and rapidly stabilizing the informal justice system in support of counterinsurgency. A centerpiece of the program is its support to counterinsurgency efforts by helping to revitalize informal dispute-resolution councils in villages where insurgents have recently lost control. In addition, the program continues to support the Supreme Court by providing professional training to judges and strengthening the capacity of the courts resulting in a better-managed court system. A basic non-computerized system for tracking cases has been developed and judges and administrators throughout the country have been trained in the system, improving their caseload management. A complementary computerized system will be supported in the future. All of Afghanistan's laws since 1964 have been computerized and widely distributed to judges, lawyers, and law schools. Additionally, law school instructors are continuing to receive training in interactive teaching methodologies; a core curriculum has been developed and partially deployed in the nation's law schools ensuring uniform basic education.

#### **Rule of Law Stabilization Program – Informal Component**

***Implementer:*** Checchi & Company Consulting

***Duration:*** March 2010 – March 2011

***Estimated Budget:*** \$9.9 million

This program's activities are designed to help re-establish traditional dispute-resolution councils (shuras) in areas that have been recently stabilized, while familiarizing them with Afghan law, particularly as it relates to women's rights, and connecting them in a more formalized manner with the district courts. Long term expected results include increased harmony in actions of the formal and informal justice systems and increased access to justice with an emphasis on the rights of women.

## **Rule of Law Stabilization Program – Formal Component**

**Implementer:** DPK Consulting

**Duration:** May 2010 – June 2012

**Estimated Budget:** \$33.7 million

This program's activities are designed to develop the human and institutional capacity of the justice sector, increase access to justice, particularly for women, and increase public demand for rule of law. Long term expected results include a competent independent judiciary, higher quality legal education, public confidence in the justice system; and universal access to justice with an emphasis on the rights of women.

## **Assistance to Afghanistan's Anti-Corruption Authority (4As)**

**Implementer:** Management System International (MSI)

**Duration:** October 2010 – September 2011

**Estimated Budget:** \$10 million

This project supports the USG Anticorruption Strategy for Afghanistan. The four pillars of the strategy are to improve the transparency and accountability of Afghan government institutions to reduce corrupt practices; improve financial oversight; build Afghan capacity to investigate, prosecute, and/or remove corrupt officials from power; and help Afghans educate the public about efforts to reduce corruption and improve the resources available for the public to demand and participate in transparent and accountable governance.

## **GOVERNANCE**

The overarching USG objective is **to promote a more capable, accountable, and effective government in Afghanistan that serves the Afghan people and can eventually function with limited international support.** The projects below support Afghan efforts to develop more capable, accountable, and responsive national and sub-national governance. The emphasis is on immediately actionable reforms that will deliver noticeable change in the short-term, while conducting capacity building and training for sustained long-term change. All of the projects partner with a GIRoA institution. Contractors and grantees are tasked to support, mentor, and empower their GIRoA counterparts.

## **Support to Sub-National Governance Structure/RC East and RC South**

**GIRoA Partner:** Independent Directorate for Local Governance (IDLG)

**Implementer:** CEPPS (NDI and IRI)

**Duration:** June 2008 – January 2011

**Estimated Budget:** \$7 million

The project provides training and support to 20 provincial councils to conduct oversight and contribute to the provincial development process, as well as to 20 governors' offices to understand and meet constituent needs. The project includes technical assistance on budget/fiscal responsibility, public opinion polling, town hall meetings, and the development of media strategies in Regional Command-East and Regional Command-South.

## **Afghanistan Civil Service Support (ACSS)**

**GIRoA Partner:** Independent Administrative Reform and Civil Service Commission (IARCSC)

**Implementer:** Deloitte Consulting LLP

**Duration:** February 2007 – **January 2011**

**Estimated Budget:** \$218.6 million

The Afghan Civil Service Support Program (ACSS) is USAID's mechanism to support civil

service reform and training. The project works to raise the skill levels of Afghan civil servants; modernize, institutionalize, and harmonize administrative systems across the ministries; and create a system for civil service training within the Government of the Islamic Republic of Afghanistan.

#### **Performance Based Governors Fund (PBGF)**

**GIRoA Partner:** IDLG

**Implementer:** The Asia Foundation (TAF)

**Duration:** November 2009 – May 2011

**Estimated Budget:** \$16.3 million

The PBGF is a pilot project that provides direct budget support to provincial governors to enhance their relationships with citizens and improve their management capacity. The PBGF provides operational resources with the incentives to improve planning, budgeting and auditing capacity; introduces new sub-national governance policy including a bottom-up budgeting process and a revised set of roles and responsibilities; and is a model for long-term performance-based support to provincial governors.

#### **Afghanistan Social Outreach Program (ASOP)**

**GIRoA Partner:** Independent Directorate for Local Governance (IDLG)

**Implementer:** AECOM International Development, Inc.

**Duration:** July 2009 – June 2011

**Estimated Budget:** \$34.5 million

USAID's Afghanistan Social Outreach Program (ASOP) supports the Independent Directorate of Local Governance to develop district-level community councils in the absence of formally elected district councils. ASOP's approach involves electing a 30-50 person community council at the district level to involve traditional tribal shuras and religious leaders in government structures. ASOP provides support until the district councils are elected, which is expected in 2011. The councils are a platform to communicate views about local needs such as security, development, and community concerns.

#### **Afghanistan Parliamentary Assistance Project (APAP)**

**Implementer:** State University of New York (SUNY) – Albany – Center for Int'l Development

**Duration:** September 2004 – March 2011

**Estimated Budget:** \$29.55 million

APAP advances the Afghan Parliament's institutional, technical, and political development. Its support was crucial in establishing the first Afghan Parliament in four decades. APAP assisted with the creation of Afghanistan's current National Assembly by advising on its organizational structure, providing infrastructure, and training support staff prior to the first session. APAP's continuing assistance to Parliament works with the Members in both the Upper and Lower houses, parliament staff, leadership offices, and committees (this year placing at least one professional staff member to assist each Committee). In addition to the legislative support, APAP's programs improve Parliament's constituency outreach efforts, communications, IT, and national budget review. The assistance also enables Parliament to operate as a strong, independent, and effective legislative, representative, and oversight body on behalf of the Afghan people.

#### **Regional Afghan Municipalities Program for Urban Populations (RAMP UP)**

**GIRoA Partner:** Independent Directorate for Local Governance (IDLG)

**Implementer:** Chemonics International (South), Development Associates International (DAI, East and West)

**Duration:** June 2010 – June 2013

**Estimated Budget:** \$550 million

The Regional Afghan Municipalities Program for Urban Populations (RAMP UP), in collaboration with the Independent Directorate for Local Governance, assists governments in urban centers to increase the capacity of municipal officials, improve the delivery of municipal services, support economic growth initiatives, and increase own-source revenues. RAMP UP funds service delivery improvements and small-scale infrastructure projects such as road paving, parks, and solid waste management. Community projects identified by a multi-stakeholder process seek to develop municipal management capacity while improving infrastructure and service delivery.

### **Kabul City Initiative (KCI)**

**Implementer:** Associates in Rural Development (ARD)

**Duration:** October 2010 – September 2013

**Estimated Budget:** \$120 million

This project provides technical and material support to Kabul Municipality. The three-year, project works in close partnership with Kabul's mayor and with municipal staff. The project aims to enhance the capacities of Kabul Municipality's administration and management functions, provide effective responsive service delivery through Kabul Municipality departments and offices, and improve the long-term sustainability and financial viability of Kabul Municipality.

### **Urban Revitalization Program**

**Implementer:** Agha Khan Trust for Culture (AKTC)

**Duration:** June 2010 – August 2011

**Estimated Budget:** \$553,000

The project aims to enable the last stage of reclamation of Baghe Qazi in the old city of Kabul to proceed. The technical assistance foreseen under synthesis and analysis aims to develop a better understanding of the urban dynamic in Kabul, and thereby contribute to the formulation of the policies that respond to the current realities, and lead to the reform of process of planning and urban management across Afghanistan.

### **Foreign Affairs Institutional Reform (FAIR)**

**Implementer:** Management System International (MSI)

**Duration:** December 2010 - December 2013

**Estimated Budget:** \$25.3 million

The purpose of this project is to strengthen the capacity of Ministry of Foreign Affairs (MoFA) to conduct the business of diplomacy through a reformed organization, trained staff, developed systems, and enhanced administrative functions necessary to support the Ministry essential purposes and roles (e.g. passport and visa management, embassy management, and translation support). The objectives of the project are 1) enhance the capacity of Ministry officials to perform their duties in the conduct of Ministry business, both policy and administrative; 2) improve the functionality of MoFA headquarters and Afghan diplomatic and consular missions; and 3) provide the MoFA with the needed equipment and business operations to accomplish objectives 1 and 2.

### **Survey of the Afghan People**

**Implementer:** *The Asia Foundation (TAF)*

**Duration:** *June 2009 – June 2012*

**Estimated Budget:** *\$1.3 million*

The objective of this project is to measure the popular perception on development, security, governance, rule of law, freedom of speech, economic growth and other important factors. The survey addresses the need for a deeper and more accurate understanding of public views during elections and vigorous public debate on the future of the Afghan state. The initial effort was followed by larger surveys in 2006, 2007, 2008, 2009, and 2010. Polling now reaches all 34 provinces and has become a respected source of information on public attitudes that is used by policymakers, civil society organizations, donors, and the media.

## **ELECTIONS AND POLITICAL COMPETITION**

A strong Independent Election Commission (IEC) and a voter registry will enable the Government of the Islamic Republic of Afghanistan to carry out valid, acceptable elections, utilizing internally developed expertise. In the lead-up to the 2009/2010 elections, USAID provided support to the electoral process through voter registration, planning and logistics, increasing the capacity of the IEC, training for potential candidates, domestic monitoring, and voter education. Other ongoing projects include providing governors and members of Provincial Councils, religious leaders, and community organizations with strategic planning assistance and civic education.

### **Enhancing Legal and Electoral Capacity for Tomorrow (UNDP/ELECT)**

**Implementer:** *United Nations Development Program (UNDP)*

**Duration:** *May 2009 – June 2011*

**Estimated Budget:** *\$58.3 million*

The ELECT project strengthens the ability of the Government of the Islamic Republic of Afghanistan (GIROA) to conduct free and fair elections through support for civic and voter education, media development, development of operational and logistical systems, election observation, and support for political party development. These activities will ensure credible, secure, and inclusive elections processes where all candidates have fair access to media, travel and the ability to campaign. Ultimately, ELECT will help GIROA hold free and fair elections with results that are broadly accepted after election day. This will all be achieved through a more effective Independent Elections Commission.

### **Support for Increased Electoral Participation in Afghanistan**

**Implementer:** *Consortium for Electoral and Political Processes Support (CEPPS)*

**Duration:** *September 2008 – September 2011*

**Estimated Budget:** *\$71.2 million*

The project strengthens the ability of political stakeholders to articulate, organize and compete in elections, as well as to increase public awareness and oversight of the electoral process. Through this project, USAID aims to increase broad-based participation in the electoral process, including at the sub-national level. CEPPS comprises the International Foundation for Elections Systems, the International Republican Institute, and the National Democratic Institute.

### **Support to the Elections Process (STEP)**

**Implementer:** *International Foundation for Elections Systems (IFES)*

**Duration:** *June 2008 – September 2011*

**Estimated Budget:** *\$79.4 million*

This project supports increased electoral capacity, improved electoral administration in Afghanistan, and improved voter education through technical support to the Independent Election Commission (IEC), the Election Complaints Commission (ECC), and local civil society actors. Following the 2005 elections, the IEC assumed responsibility for all future elections, and STEP is working to build the capacity of the IEC to ensure the legitimacy of voter registration and the electoral process. The project focuses on pre-election preparations, election operations and logistics, and post-election sustainability. Currently, STEP is working with the IEC and ECC to increase the institutional capacity of these independent bodies and to provide support to ensure transparency and broad-based participation in the electoral process throughout Afghanistan. For the 2010 Wolisi Jirga elections, voter education efforts through local civil society partners provided for 33 provinces and 9,000 villages.

### **Afghan Presidential and Provincial Elections Observation Program**

**Implementer:** *Democracy International (DI)*

**Duration:** *July 2009 – March 2011*

**Estimated Budget:** *\$15 million*

The objective of the project is to organize a comprehensive international election program for Afghanistan's presidential and provincial council elections to promote good governance and improved security in Afghanistan through the strengthening of democratic electoral systems and processes. USAID began to field long-term observers in July 2009 to monitor the pre-election environment and prepare for the presidential election. On election day, more than 60 observers and staff members were deployed to 13 of the country's 34 provinces. The provinces were Badghis, Farah, Ghazni, Hilmand, Hirat, Kabul, Kandahar, Nangarhar, Paktika, Panjsher, Parwan, Kapisa, and Zabul. For the 2010 Wolisi Jirga elections, USAID supported an election observation mission of approximately 74 international observers, of which 24 were long-term observers and 50 were short-term observers. USAID's EOM covered 21 out of 34 provinces, except for Nimroz, Zabul, Ghazni, Wardak, Logar, Khost, Paktya, Kunar, Laghman, Nuristan, Kunduz, Sari Pul, and Baghlan.

## **CIVIL SOCIETY AND INDEPENDENT MEDIA**

USAID promotes the development of a strong and active civil society, with an emphasis on women-focused organizations, through technical assistance, capacity building trainings, and grants to non-governmental organizations (NGOs). Since 2005, USAID has provided more than \$10.25 million in small grants and capacity building training to more than 220 NGOs. In collaboration with the Government of the Islamic Republic of Afghanistan, USAID helped pass an NGO law that defines the eligibility requirements to register as a non-profit organization and receive tax-exempt status.

USAID also promotes free and independent media through journalism training and support for development of a national network of 40 community radio stations. These stations, which are governed by community boards, reach more than seven million Afghans.

### **Initiative to Promote Afghan Civil Society (I-PACS II)**

**Implementer:** *Counterpart International, Inc.*

**Duration:** *October 1, 2010 – September 2013*

**Estimated Budget:** *\$45 million*

A strong, vibrant civil society is an essential component of a flourishing democracy. USAID's Initiative to Promote Afghan Civil Society (I-PACS) project encourages the development and growth of a politically active civil society in Afghanistan. Since January 2005, USAID has strengthened the role and viability of civil society in Afghanistan by providing technical assistance, capacity building training, and grant support to civil society organizations nationwide. A new phase of activity under the I-PACS II was awarded in October 2010. USAID is working to enable Afghan citizens to more effectively participate in the political process, solve community problems, and advocate for good governance from their leaders. I-PACS II objectives are to: 1) improve civil society accountability, legal and regulatory frameworks; 2) strengthen civil society capacity and sector infrastructure for democratic processes; and 3) increase citizen mobilization and policy engagement with a crosscutting emphasis on gender mainstreaming.

### **Building Independent Media in Afghanistan**

**Implementer:** *Private Agencies Collaborating Together (PACT)/Internews Network*

**Duration:** *August 2006 – April 2011*

**Estimated Budget:** *\$20.64 million*

A robust and independent broadcast media is an essential component of any democracy, and critical to the development of a strong civil society. USAID promotes media development in Afghanistan by building and supporting the capacity of local, state and independent broadcast media to operate across the nation. The project provides technical support, equipment upgrades, hands-on training in balanced and accurate reporting, the development of an Afghan media policy and regulatory framework, and future business development training as part of the network's sustainability package.

### **Ambassador's Small Grants Program to Support Gender Equality in Afghanistan (ASGP)**

**Implementer:** *Creative Associates International, Inc.*

**Duration:** *July 2009 – November 2011*

**Estimated Budget:** *\$38.9 million*

The U.S. Ambassador's Small Grants Program to Support Gender Equality (ASGP) was launched in July 2009, to provide institutional capacity development and advocacy support to women-focused Afghan civil society organizations (CSOs) via grants in order to improve gender equality and to specifically help women secure opportunities and advocate for themselves. ASGP works closely with the Afghan Ministry of Women's Affairs and Afghan CSOs in all 34 provinces of Afghanistan. The goal of ASGP is to improve the status and quality of life of Afghan women and girls by strengthening the capacity of women-focused CSOs to contribute to the social, economic, and political development of women. Flexible grants address emerging local Afghan women's groups' needs, while empowering them to expand their activities.

### **Afghanistan Media Development and Empowerment Project (AMDEP)**

**Implementer:** *Internews Network*

**Duration:** *November 2010 – October 2011*

**Estimated Budget:** *\$22 million*

USAID has invested in the growth of an independent media sector in Afghanistan since 2002, helping to establish a robust and energetic media sector. In October 2010, USAID awarded a new phase of support under the Afghanistan Media Development and Empowerment Project (AMDEP). AMDEP will continue to build the capacity of local, independent media through technical support, equipment upgrades, hands-on training, business development, and strengthening of media industry institutions, networks and associations to increase media

professionalism and standards of practice. USAID is also supporting citizen and civil society access to multimedia training, production and distribution facilities, and facilitating the use of new technologies such as cell phones to build platforms for citizen media access.